The Director of Central Intelligence

Washington D C 20505

85- 3802

8 October 1985

Dear Jim,

Thanks for sending me the list of things accomplished at DIA under your direction. It is certainly an impressive list of achievements of which I am most appreciative and in which you can take great pride. I hope we will all be able to follow up on the start you made, particularly in improving the contribution which national level intelligence can make to the commands.

With warm regards.

Yours,

William J. Casey

Lt. General James A. Williams, USA (Ret.)
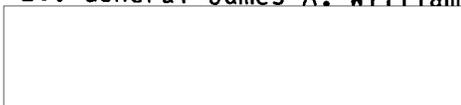
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Attachment: Gen. Williams Memo: (DIA 1981 - 1985)

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DEFENSE INTELLIGENCE AGENCY 1981-1985

While the Defense Intelligence Agency continues to play a major role in national level intelligence, there is now also a strong emphasis on the provision of real time intelligence to the U&S Commands, components, and NATO. The Agency's increased support to warfighting elements include expanded analytic interface with deployed forces and participation in military exercises. Specific initiatives and accomplishments designed to support DIA's expanded mission include:

Acting as the J-2, DIA began in FY 1983 to participate for the CJCS in review of the Service proposals for tactical intelligence and related activities (TIARA) programs. Although DIA has no formal charter for TIARA, this effort marks the first time CJCS has been able to receive indepth evaluations of Service proposals or to have on hand comments from the CINCs on those proposals. The Director, DIA acting as GDIP Program Manager, has also assigned program and planning billets to the J-2 sections at USEUCOM, PACOM and SOUTHCOM so that Service POMs can be considered in the overall context as they relate to theater intelligence. This strengthens DIA's ability to review all DoD intelligence programs.

As GDIP manager, obtained funding for eight additional U-2R aircraft to reach and maintain the optimum, authorized fleet size of 12 aircraft in the late 1990s. In addition, secured funds to procure a U-2R trainer vital to replace the increasingly unsupportable and obsolete U-2R model. Used GDIP funds for development of prototype SENIOR SPAN communications system to enable the U-2R to break its current 300-mile line-of-sight tether to the supporting ground station, improving capability for contingency/crisis collection. Initiated study of requirements for follow-on air-breathing reconnaissance aircraft for next century.

Creation of the CINC Intelligence Initiatives Fund provides the CINCs a means to make one-time, low-cost, near-term fixes to problems in intelligence support systems. Of the FY 1985 budget of $500K in O&M money, twelve projects have been approved with another seven pending. These projects include imagery interpretation enhancements at SAC, collection management upgrades at EUCOM and PACOM, analysis support funds for USF, surveillance equipment for SOUTHCOM, and a communications receiver for CENTCOM. We will request $771K in FY 1986 to cover procurement and R&D as well as O&M monies.

In 1984, the GDIP Program Manager proposed to OSD and the DCI that the establishment of a military intelligence support investment program to acquire specific warfighting systems and facilities for GDIP units and activities was required. A DRB issue proposed Defense funding, but it did not make initial issue consideration. Subsequently, the IC Staff accepted consideration and funding of the Military Intelligence Support Projects (MISP) within the FY86 GDIP budget. At this time, MISP investment remains a major Defense Intelligence unfunded requirement.

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In recognition of the dearth of analytic manpower working on the Third World, growth in the GDIP has been supported to the fullest in order to acquire the desperately needed manpower to tackle this problem. As a direct outgrowth of these initiatives, there has been a steady improvement in the adequacy of Third World data bases. With few exceptions, the Third World data bases have been considerably improved. Many data bases that were formerly unsatisfactory or poor are now fair. Over 50 percent of the African countries' data bases, as well as numerous Caribbean and Southwest Asian countries, have risen from poor to fair. This data base upgrade is a continuous effort that cannot be accomplished in the near-term. However, sustained effort in accordance with improved priorities for collection and production will close the majority of remaining shortfalls.

Intelligence Architecture. Assumed from OSD support for development of theater architectures for intelligence dissemination and processing of EUCOM. Will permit identification of shortfalls and serve as planning basis for PPBS. Now expanded to PACOM, SOUTHCOM and CENTCOM.

At the direction of the House Permanent Select Committee on Intelligence (HPSCI) in FY 1982, DIA established a capability to develop Intelligence Communications Architecture (INCA) for USEUCOM. This will be closely tied to our on-going development by all theater J-2's of intelligence architectures and would result in establishing intelligence communications requirements to be delivered to the Defense Communications Agency and JTCCCA. These agencies will build the hardware. INCA will be expanded later to PACOM, CENTCOM and SOUTHCOM. SHAPE is following our lead and will address the multinational aspects.

Initiated a study of intelligence requirements for all levels of DoD as basis for establishing a uniform tasking format and a standard mechanism where none existed. This will permit standardized instruction for collection managers worldwide and simplify collection management procedures. It will also permit development of common ADP software. This is closely related to creation of theater intelligence architectures and intelligence communications architectures (INCA).

Developed the mobilization Command Center (MCC) from zero base; developing concept, organization and system to provide intelligence support to JCS in wartime environment.

Significant progress has been made in improving intelligence support to Electronic Warfare (EW) and Command, Control, and Communications Countermeasures (C^3CM). DIA has led the DoD effort to improve EW and C^3CM intelligence support to operators, especially at the tactical level. The agency's architecture for an integrated signals and all-source distributed data base system capitalizes on prior investments in existing data bases. Prior to 1983 such support was fragmented, incomplete, and overlapping. Many of our own weapons systems lacked essential intelligence support. This progress represents an unprecedented breakthrough in cooperation within the DoD intelligence community.

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Instituted the Defense Wide Intelligence Plan (DWIP) as a cross service, cross program, plan to look at priorities beyond the DoD Five Year Plan. The DWIP will be the intelligence counterpiece to the Command, Control, Communications Master Plan.

In FY 1983, after a series of Off-Site Conferences, DIA developed Agency Goals and Objectives for the 1990s. These are being staffed with Service Intelligence Chiefs and J-2s of the U&S Commands. This initial attempt at long-range planning will focus DIA on specific goals for the next 10 years and facilitate program and budget development, personnel objectives, training, and organization.

As part of its charter to establish and operate a civilian intelligence career development program, DIA initiated a DoD directive giving DIA the responsibility for coordination and overseeing standards for methods of education and adequacy of the instruction as well as for insuring that curricula are integrated. Established an Office for Training to carry out DIA responsibilities for all of DoD.

In FY 1985, the Agency inaugurated the civilian career progress program. The initial effort established 20 career ladder programs for individuals associated/involved with the production of intelligence and provided them with clear guidance on how their careers in the Agency would progress. This included assignments within the Agency, rotation to other agencies and commands, and professional training and education. Also included was a completely revised performance evaluation system which will enable superiors to establish uniform standards of performance and for personnel management to establish objectivity of ratings. At the same time, the Chief of Staff position was converted to a civilian SES to provide continuity of leadership and provide the day to day management of routine matters not to include substantive intelligence.

In 1982, the Agency established the Defense Intelligence Senior Executive Service (DISES) after eight years of an aggressive campaign to win approval by the Congress for the concept of DISES senior analysts and managers. Initial appointments to DISES numbered approximately 50 and will eventually grow to about 78. We can now hire and retain high-quality analysts by not forcing them into management at the GS-14 level.

Completed construction/occupancy of the Defense Intelligence Analysis Center (DIAC) within budget and ahead of schedule. [   ]   25X1
[   ] a main computer, all photo processing, the Defense Intelligence   25X1
College, and DIA library from four locations without loss of production time and without security violations.

In May 1981, DIA opened the Virginia Contracting Office to service DIA as well as assist the U&S Commands with DODIIS-related contracting. Establishment of this office reduced contract lead time of up to one year to six months, and provided DIA with analytical control and management of GDIP contracting. From FY 1983-1984 the number of contract actions increased from 3,088 to 4,534 -- a 47 percent rise.

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In 1984, the Defense Intelligence School was rechartered, after 20-years, as the Defense Intelligence College. The College has expanded from approximately 600 students to almost 3,000 yearly. In 1983, it was accredited to award a Masters of Science in Strategic Intelligence (MSSI) and in 1984 assumed responsibility for awarding Army and Air Force officers specialities in strategic intelligence (MOS/AFSC). A program was also initiated to dispatch mobile training teams to the U&S Commands to reach individuals who cannot come to Washington for training.

The Post-graduate Intelligence Program (PGIP) and the Master of Science in Strategic Intelligence (MSSI) Program now include a concentration in Soviet Studies. Concentrations in Latin America and the Middle East will be inaugurated in the fall of 1985. Under consideration for implementation in the fall of 1986 are concentrations in China/Asia, Europe, and Africa.

Through the Defense Academic Research Support Program (DARSP) and the Defense Advanced Language and Area Studies Program (DALASP), the DIC has enhanced language training and area studies. The DARSP sponsors a diverse agenda of Intelligence Community roundtable discussions, conferences, and research studies on major Third World issues. The DARSP is also funding the development of curricula for teaching rare languages, as well as a major study of automated language training. The DALASP primarily provides funding for intelligence analysts to pursue advanced training in languages that are not commonly taught.

The Defense Intelligence College, in conjunction with seasoned DIA intelligence analyts, has initiated a five week course on the Introduction to Defense Intelligence Research and Analysis (IDIRA). This course offers new DoD intelligence analysts a comprehensive overview of the conceptual aspects of military capabilities as they relate to intelligence collection and production. Regular sessions began in September 1984.

DIA advances over the past five years include the modernization of its automated information processing capabilities. The Support to the Analyst File Environment (SAFE) system has greatly enhanced our intelligence production capabilities and established common standards in systems and data bases shared with the Services, the U&S Commands, and CIA. DIA participation in the Joint Operations Planning and Execution System (JOPES) has effectively infused intelligence support throughout the Joint Staff arena. Installation of a Wideband Bus Communications System will facilitate the creation of the basis for a fully integrated, interoperable computer network, both within DIA and between DIA, the Services, and the U&S Commands. The implementation of this networked system is already underway, with upgrading of systems devoted to Indications and Warning, Current Intelligence Production, and Crisis Management Support all approaching completion. Finally, the introduction of compact office systems has allowed staff and administrative departments within DIA to reap the benefits of state-of-the-art automated information systems technology by improving efficiency and responsiveness.

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Development of the Force Trends data base (FORT), an automated file of historic, current, and future military force capabilities extending from 1960 to 2005, will move the Agency into the 1990's with a powerful tool to increase the quality of analysis and to disseminate intelligence to consumers by electronic means. This data base combines detailed unit-based ground, naval, and air force order of battle information with technical characteristics of weapons systems for the first time. Availability of FORT on SAFE will permit widespread access through the DODIIS network to users in the Service and U&S Commands. Covering Warsaw Pact and selected other countries, it is one of the most advanced data bases ever assembled.

Initiated centralized life-cycle management of computer development for DoD intelligence under the DoD Intelligence Information System (DODIIS). Under the DODIIS Master Plan concept, there will be centralized management of over 50 separate computer types and systems, standard system architectures, common software, maintenance, and training. The DODIIS network is expanding to the U&S Commands, their components, and other tactical users.

Initiated a test-bed study to use existing ADP hardware to increase the capabilities of DoD intelligence analysts to manipulate data. Using Navy as the Executive Agent, the Joint National Intelligence Development Staff (JNIDS) will focus first on an SSBN attack scenario in support of SAC and LANTCOM and will expand to address other concerns from the Services and commands. Results from the study will assist in coping with vast increases in data as new collection systems become operational.

DIA is developing the Military Intelligence Integrated Data System (MIIDS) which will provide commanders down to corps/division level and Service equivalents with access to a standardized file of national and tactical intelligence. For the first time, commanders will be able to display ground, air, missile, naval, and EW order of battle and installation files with geographic coordinates depicted on digital terrain data from DMA. The MIIDS will also be utilized by OJCS in the Modern Aids for Planning systems. Documentation of MIIDS is in the field for comment.

DIA initiated the Relocatable Army Processors for Intelligence Data-Europe (RAPIDE) to correct the deficiencies in the survivability and adequacy of ADP resources available to USAREUR and ODCSI, and address the problem of limited access by the remainder of the Intelligence Community. By satisfying the objectives of this initiative, intelligence support to U.S. and NATO commanders will be significantly enhanced both in-garrison and in the field. System design selection was completed in April 1983 and IOCs are programmed to occur by the end of this decade.

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DIA is deeply involved in the development of the National Military Intelligence Support Terminal (NMIST). NMIST is intended to alleviate shortfalls identified in exercises and, as noted by the Long Commission, to provide direct intelligence support to the CINCs and their deployed forces during a crisis. The NMIST will provide DIA expertise, procedures, and equipment essential to the expeditious delivery of tailored, coordinated all-source national-level intelligence to tactical commanders during a crisis. NMIST will provide U&S Commanders and DIA operations personnel with a direct communications link to the National Intelligence Community. This link will transmit queries from the deployed site back to DIA, which will provide responses allowing the deployed commander to receive focused, tailored intelligence on a real-time basis.

Work is underway to upgrade the ADP capabilities of the POW/MIA Division. DIAOLS and SAFE terminals and the secure communication facilities required to support them will be installed by September 1985. Automated files currently used by POW/MIA analysts will be incorporated into the SAFE system in FY-87. A follow-on goal is to develop an internal ADP network of IBM PCs for the POW/MIA Division.
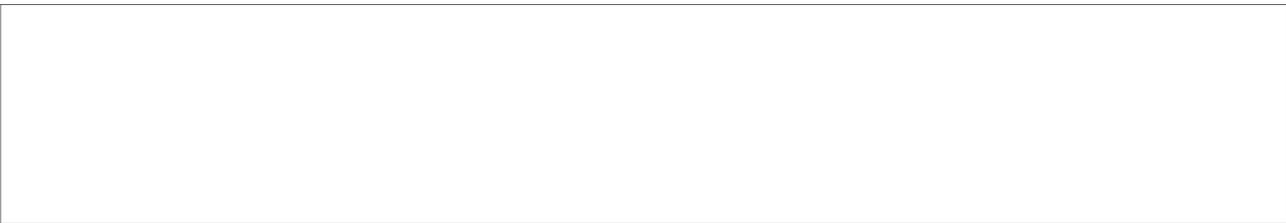
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In FY 1985, DIA established counterintelligence analysts billets to support USEUCOM, SHAPE and CENTCOM. The Unified Commands do not have CI analytical billets; and billets at SHAPE supported by the US Army 650th MI Group, are inadequate. Similar analytical support is envisioned for SOUTHCOM and US Forces, Korea, in the outyears.

Expanded DoD Indications and Warning network from 26 to 32 centers including CENTCOM/REDCOM, MAC, ADCOM (SPACECOM), SHAPE and NATO. Established uniform warning indicators worldwide as well as standardized training of I&W personnel for all Services and DoD.
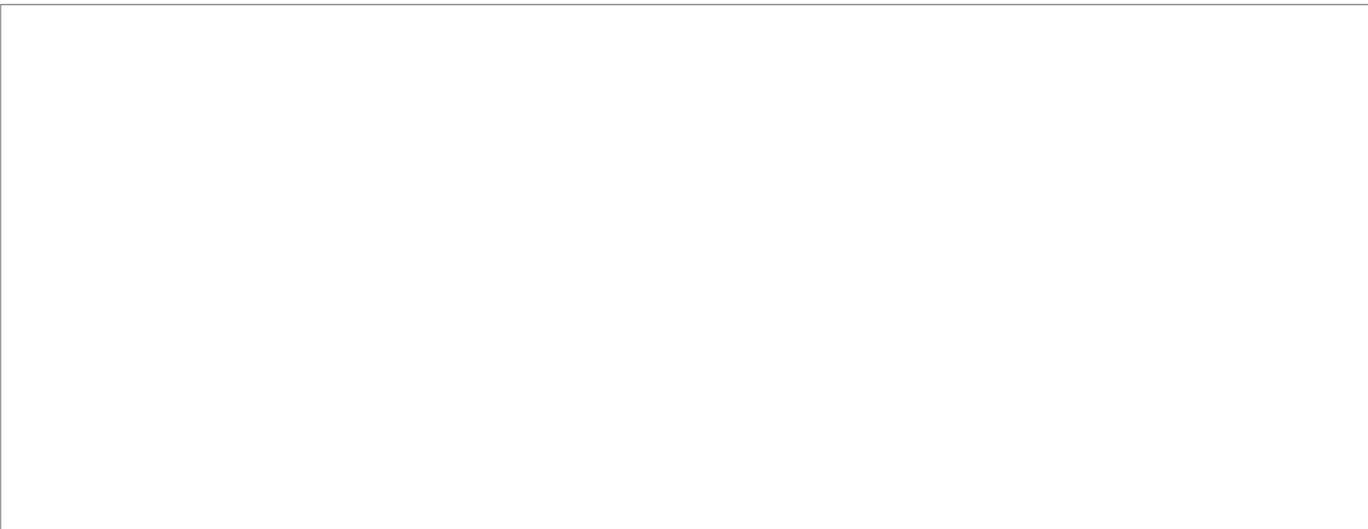
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In conjunction with the Director, NSA, DIA has begun participating in development of the Consolidated Cryptologic Program (CCP) and Tactical Cryptologic Program (TCP). Acting as the J-2, representatives of the Director, DIA now participate in coordination and planning meetings with Service cryptologic representatives to develop cryptologic programs and budgets. Director, DIA sits as member of steering group for both programs.

In 1982, the U.S. Army Medical Intelligence and Information Agency became the Armed Forces Medical Intelligence Center (AFMIC); a joint agency subject to the authority, direction, and control of the SECDEF. DIA exercises substantive and functional management over appropriate areas of interest, as well as chairs the Interdepartmental Advisory Panel (responsible for the preparation of a Concept of Operations charter). This metamorphosis to a joint service organization ensures that the medical intelligence needs of the Services will be more fully realized.

In order to implement the intelligence tasks required to support NSDD-138 on combatting terrorism, a number of initiatives designed to enhance the Agency's capabilities have been instituted. These initiatives were submitted through the Intelligence Community Staff in May 1984. Although to date none have been approved; the issuance of NSDD-179 creating the Task Force on Combatting Terrorism under the direction of the Vice President will hopefully result in the revival of DIA's initiatives to strengthen its counterterrorism role. In the meantime, I have directed the internal reallocation of resources in order to meet NSDD-138 responsibilities.

In FY 1985, DIA initiated contact with the United States Coast Guard for the purpose of increasing intelligence collection and analytical exchanges on narcotics and terrorism. The Coast Guard will become a member of the Indications and Warning system and also establish an analytical interface with DIA. Exploratory talks were also initiated to establish five Coast Guard billets as Assistant Naval Attaches in countries known to be involved in drug trafficking.

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This agency has assumed an active role in support of the Vice President's National Narcotics Border Interdiction System by providing intelligence analysis to the organization as well as by participating in the International Narcotics Coordination and Collection Study. DIA has also activated its

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DIA also conducts analysis within its present geographic areas of responsibility with a focus on combat readiness and the narcotics relationship to weapons supplies.

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An umbrella-type national committee structure for Measurement and Signature Intelligence (MASINT) has been established to set national priorities, develop collection guidance, and provide a conduit to raise the visibility of unique MASINT contributions to National Intelligence. Most MASINT collection systems are currently under the purview of DIA and are included within the GDIP. Successful evolution of a viable national MASINT entity must be accompanied by an infrastructure of people and organizations within and outside of DoD, dedicated to meeting a common set of MASINT objectives. DIA is continuing its efforts to ensure these objectives are defined and met.

The Defense Attache System (DAS) possesses unique and distinct capabilities not available in the same degree from any other combination of military/civilian agencies. The importance of the role of the defense attaches, their unique relationships with foreign military counterparts, and their support to the embassy country team have resulted in a measured expansion of the DAS. New Defense Attache Offices have been opened in Belize, the Congo, Barbados, Zimbabwe, Costa Rica, Niger, and Iraq. DAOs have re-opened in Nicaragua and Chad. DAOs have been expanded in Guatemala, El Salvador, Lebanon, South Africa, Suriname, South Korea, and Malaysia.

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DIA and the Department of State executed an Interagency Control Document (ICD) which provides for Classified Information Handling Support (CIHS) of all DAOs. The current ICHS installation priority list projects that 14 embassies with DAOs will have the CIHS (a WANG work station and printer) by 1 October 1985.

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DIA has developed a program to provide on-site substantive intelligence support to USDAOs worldwide through direct assignment of analysts for extended periods. This gives the analysts first hand experience in their geographical areas. Twenty-eight analysts have supported 27 DAOs in the past two years. Eighteen are scheduled for training in FY-86. Separate from operational travel, dedicated funds have been used to send over 400 analysts for extended country orientations. This program has also allowed analysts to visit numerous U.S. military and industrial facilities. Recognizing the need to provide new personnel with a comprehensive overview of military intelligence analysis, an in-house course was developed to meet the requirement. It was pilot tested in 1984 and to date, 85 students have attended three five-week iterations.

As a part of a move to improve attache training, DIA obtained legislation to provide environmental military leave for personnel assigned to hardship or difficult overseas posts, thus relieving a morale problem by making personnel on station equivalent to their State Department counterparts. The legislation also included funds for babysitting in support of families in attache training that would permit attendance at language and area courses by spouses. This overcomes a long-standing problem which resulted in less than optimum training for our attache personnel.

Counterterrorism analysis and support have expanded significantly over the past three years. DIA has created a Terrorism I&W desk in in order to provide full-time coverage of terrorist reporting and events. New terrorism warning and advisory products have been introduced. The agency has assumed a leading role in DoD in implementing access for the U&S Commands to the automated Intelligence Community data base on terrorism.

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DIA's Counterintelligence Division has undergone major expansion from a strength of 18 in 1981 to a present strength of 72 people, in order to more effectively combat the rapid escalation of hostile intelligence collection operations against the US that employ a combination of HUMINT, SIGINT, and IMINT resources. This expansion has resulted in a 100 percent increase in production and enhanced MDCI support to the U&S Commands. The transfer of DIA's CI resources from the GDIP to the FCIP and the recruitment of skilled SIGINT and IMINT specialists has greatly increased the division's ability to conduct in-depth counterespionage analysis. FCIP funding has also made it possible for the division to initiate a multiyear project devoted to automation of the CI data base.

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In FY 1984, DIA established a formal system of Agency representation to USEUCOM, SHAPE, SAC, PACOM and US CENTCOM/REDCOM with plans to extend it to both MAC and SPACECOM. This will provide the Commands with direct, on-site DIA support to facilitate access to DoD analysis, data bases and operational planning. The first two annual conferences of DIA reps produced good understanding of commands' needs.

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From zero base DIA developed a 12-person cell to examine Soviet CC&D and initiated the first US review of subject.

Soviet Space Warfare. From zero base, developed DIA analysis of Soviet space warfare capabilities with emphasis on organization, doctrine, capabilities and tactics. Expanded DIA capability for S&T coverage of space warfare, developed concept for delegated production with SPACE Command.

Chemical and Biological Warfare Analysis. As part of GDIP, planned and instituted concept of "centers of excellence" for CW/BW within the Army to promote better relationship between intelligence analysis and academic research. Based on concept used by Los Alamos for nuclear warfare. Simultaneously expanded DIA coverage of subjects.

In FY 1984, DIA initiated a program of analyst overseas study as a means of improving the quality of analysis. Congress "fenced" travel monies for analyst travels which could not be used for other purposes. This enabled the Agency to dispatch analysts on TDY ranging from 30 to 90 days on station, which has greatly improved area knowledge and fluency and has been acclaimed by both ambassadors and defense attaches. Other agencies are seeking to emulate DIA.

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